

MINUTES OF JULY 9, 1996 QUALITY COUNCIL

Present: Bill Aldridge, Arthur Howington, Shirley Johnson, Jim Jolly, Joyce Jolly, Shirley Nix, Johnny Parker--facilitator, Ted Spring--guest

Absent: Randy Jarrell, John Speights, Shirley Spenser

The very first meeting of the new Quality Council began at 3:10 p.m. in Room 114 on the Fredd State Campus. Johnny Parker explained that Shirley Spenser and Randy Jarrell had previous commitments, made before they knew that they were members of the Quality Council. We then organized for the meeting by selecting:

Jim Jolly	time-keeper
Joyce Jolly	recorder
Arthur Howington	evaluator.

Dr. Spring made some introductory remarks about the importance of this group to help the College handle and understand the changes that will occur at the institution through the massive reorganizations, resulting from the numerous retirements. He shared with us the publication of Stan Spanbauer's book, *Reengineering Education with Quality*, in which a sizable chapter is devoted to Shelton State. He has ordered copies for the QC and urged us to read the last chapter, which addresses the issue of continuing quality--keeping the momentum of quality going. He said this last chapter addresses the turmoil that accompanies the kinds of reorganization and change that are to come. The roll of the QC as part of the management arm of the College is part of that change and reorganization.

At that point, we viewed a seven-minute film on the "Dynamics of Change," which examines the stress and anxiety brought about by change in the work place. Cogent points:

People can deal with change REACTIVELY--defensively and resistant or PROACTIVELY--anticipate the possibilities of change as a source of continuous renewal.

The narrator identified four stages people go through in dealing with change:

- 1. Negation--an emotional response, denial, fault-finding;**
- 2. Self-justification--rationalization of the negation;**
- 3. Exploration--positive possibilities of change dawn on us;**
- 4. Resolution--negation replaced by excitement about the challenges of change.**

The narrator suggests it is best to view change in its largest perspectives and from different points of view.

We were then asked to explore and discuss our feelings toward change and the ideas in the film. All comments revealed that the members of the QC are aware of the need for projecting the right attitude, are in awe of the responsibility of making the right choices, understand the necessity of communication. Dr. Spring reminded us that we will define what the QC will become. Our job is to motivate, stimulate, and encourage the five SI Teams to work to improve processes and systems. He claimed to have no expectations to impose on us but rather was looking to us to define how we will work with the SI Teams.

Before leaving at 3:50, Dr. Spring asked to return at the next meeting to make more specific remarks when we might possibly have 100% attendance.

The next meeting is scheduled for July 23 at 3:00 on the new campus.

Grounding resulted in the following observations:

- The QC needs to know something about this massive reorganization to plan for the changes the College and its employees will have to face.
- We must decide if we are going to face some issues of quality with candor, deal with them directly or will we dance around the issues to avoid confrontation.
- Shelton employees, as a rule, are not a very adversarial group; yet the QC does not need to become a rubber stamp for top administration.
- We need to concentrate on changing processes, not people; however, some people may obstruct the changes accepted and approved by the SI Teams and the Quality Council.
- Quality is not democratic, nor is a democratic management style the best one for all situations.
- We must hope for a Zen-like wisdom and be courageous.

Arthur recommended to our facilitator that we probably needed to do some reading about quality and asked for a reading list.

After responding to an evaluation form, the meeting was adjourned at 4:30 p.m.

MEMORABLE QUOTES FROM THE MEETING:

SHIRLEY J. "The new campus is a metaphor of our work with quality. We'd go visit, and it would be just a huge, open area that we could not believe would take form. But it did."

BILL: "Don't complain. PIF it and we will fix it or sink it!"

ARTHUR: from "The Gambler": "Every hand is a winner; every hand is a loser; it all depends on how you play it."
paraphrase of the Biblical parable of the talents: "Do the best with what you've got."
from Bear Bryant to his players: "Play every play as though it was going to be the winning play."

SPRING: from the Shelton State chapter in Spanbauer's book: "Quality is not a destination but a journey."

JIM: regarding our quest for improvement: "I think we can see a light at the end of the tunnel."

ARTHUR: "But what if the light at the end of the tunnel is a sign saying, 'Here's another tunnel.' "

PARKER: "But that's good! Another tunnel shows that quality is continuous."